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Question: Do you feel that there is enough working level cooperation between CIA Offices today, within the limits, of course, of security?

General Smith: Yes, I think so. You have to try to arrive at a happy medium between the necessity of knowing and the actual need of knowing, particularly with regard to our sensitive Offices. At least, the intention of the policy and the desire to provide that cooperation exists, although the machinery, from time to time, has not been as effective as one would like. I hope to increase this by gradual transfer of qualified personnel from one Division of the Agency to another, to a greater extent than has heretofore obtained, so that each officer - each employee - will have a broader perspective than that given him by work within one particular Division in which he may well specialize. But he should have one or two alternate specialties, particularly when he goes out into the field.

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Question: Many CIA people have reserve status. Does the fact that a CIA employee is a member of an Army reserve hinder his career or help it in CIA?

General Smith: Why to a certain extent I should think it would help it, because there are many jobs that we do in which military training or past military experience is an essential quality. Besides, there are many jobs that we have to do where it might be desirable to have a person actually identified with the military service, in which case we can have them ordered to active duty, assigned to us and reimburse the military department concerned. So, in my opinion, reserve status is an asset because it increases the scope of the usefulness of a CIA officer.

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Question: Are you concerned about personnel turnover and are you taking steps to minimize it?

General Smith: Very much so. Our personnel turnover is by comparison relatively small, but it's still much too large. That's one of the reasons why I brought an Inspector General down here and made him available to anybody in the Agency who had any complaint of any kind. As you know, you all have opportunity also for a direct appeal to myself or Mr. Duales if you feel that you have been a victim of injustice. So there is no excuse for anybody

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going unheard if they have a complaint or a legitimate question to raise with regard to their official or personal lives within the Agency. I will not, however, tolerate anybody going outside the Agency. I had a case about six months ago. Since it was a special one, I have decided to ignore it. One of our employees wrote a letter to the President - of course he handed it to me. But we have an Inspector General for that, and you can all come to someone.

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Question: Since we can not tolerate mediocrity in CIA, what does an employee do when he finds it on the job?

General Smith: If he is an executive, who is responsible for eliminating mediocrity, he should promptly eliminate it. On the other hand, no one likes to be a talebearer, and no one likes a talebearer. In dealing with your subordinates, be completely cold-blooded in eliminating mediocrity. Where you encounter it among your colleagues on the same level, just grit your teeth and hope that your immediate superior will be as quick to recognize it as you are.

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Question: With regard to the official ceiling on T/O's, do you anticipate that there will be further cuts in the organization?

General Smith: No, I don't. We'll have to increase a little bit for training purposes. It's a simple fact that while we have a rather large personnel ceiling budgeted for, we can't get the qualified people to fill that personnel ceiling. They just simply don't exist. We've gone about the limit. Occasionally one may get from the outside very highly qualified men or women, tempt them in, twist their arms and get them to sign up on a career basis. But those are becoming fewer and fewer so we must depend on the younger people that we are bringing up through the ranks. Of course that is, in any technical service like our own, the heart and soul of a career organization. Unless every private carries the baton of a field marshall in his knapsack, he hasn't very much to look forward to. Unless every junior officer has the right to expect promotion through the grades and ultimately the opportunity to occupy the highest post in the career of his choice, there is very little to hold him in his job. So, my intention is to keep our numbers down, to be selective instead of expansive, and to look more and more to the juniors to fill the senior posts.

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